

Executive Summary: The Public Safety Broadband Network War Game #1

The last remaining recommendation of the 9-11 Commission to be implemented is the creation of a nationwide, interoperable public safety network. The Middle Class Tax Relief and Job Creation Act of 2012 (H.R. 3630, P.L. 112-96) charges the Department of Commerce and the National Telecommunications Information Administration (NTIA) with a lead role in the creation of this network. The Act lays out the following blueprint:

- NTIA to establish the public-private corporate board, the First Responder Network Authority (FirstNet), an independent entity within the NTIA.
- FirstNet to establish a nationwide public safety broadband network (PSBN) based on single, national network architecture. Reallocates 700 MHz D Block spectrum to public safety.
- Allocated \$7 billion to be spent on network build out. Network is intended to become self-sustaining through fees.

In an effort to contribute to the development of the PSBN, Textron Systems held a War Game to explore the challenges and opportunities inherent in setting up the FirstNet board. With a focus on delivering workable solutions that will enhance capabilities for our nation's first responders, War Game participants with experience in government, communications and emergency management were drawn from the public safety community and industry. By examining three potential mixes of board members, War Game participants identified important characteristics, experience and skill sets of potential board members for FirstNet as well as the role and focus of a program manager.

Findings of War Game #1

Significant obstacles remain in implementing a successful PSBN rollout. These include:

- Managing complex acquisitions (for example, wireless towers, fiber, equipment) required for the system rollout within budget, schedules, and meeting all requirements of legislation, states, and public safety users.
- Financial planning and management of funding, price models, revenue streams, and grants for both rural and urban areas.
- Setting and managing expectations of stakeholders, including State/local/tribal; carriers, equipment providers, and public safety users.
- Rigorous and independent verification of all stakeholders' adherence to interoperability standards.

A neutral, experienced program manager (PM) is a "must-have" for a successful PSBN rollout.

- With so much at stake, the program manager must be a neutral party. No conflict of interest or vested financial stake in other lines of business (not a system provider or manufacturer) can be tolerated. The PM must deal with all stakeholders with the highest level of integrity.
- The program manager must have technical expertise in "life-critical systems" to guarantee the system works for first responders in emergency situations.
- Raw Video and Voice are not sufficient for first responders or for those in danger – for those being rescued, the network must exceed commercial standards.
- Must be multi-skilled (technical/financial acumen), be able to see all sides, and speak all languages (from public safety and engineering to vendors and government). The program manager must have experience with multi-billion dollar government and commercial projects and rolling out regulation-driven, multi-player initiatives.

With a successful track record of deploying "life-critical" systems for the military, great impartiality, and a history of integrity in government contracting and commercial enterprise, Textron Systems is prepared and ready to assist the U.S. Government in the deployment of the historic and critically important Public Safety Broadband Network.